



# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

**MONTHLY REPORT: FEBRUARY 2013**



*Solid waste collection vehicles ordered by 11 municipalities awaiting final delivery in Kabul*

**15 March 2013**



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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## ABBREVIATIONS & TERMS

AO	Assistance Objective
ACSO	Afghan Central Statistics Office
ACSS	Afghanistan Civil Service Support Program (USAID)
AIDAR	USAID Acquisition Regulations
ANDS	Afghanistan National Development Strategy
ASI	Afghanistan Stability Initiative (USAID/DAI)
ASMED	Afghanistan Small and Medium-Sized Enterprise Development (USAID/DAI)
AVIPA	Afghanistan Vouchers for Increased Production in Agriculture (USAID)
ASGP	Afghan Sub-national Governance Program (UNDP)
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DoS	Department of State
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DMA	Department of Municipal Affairs (Office within IDLG)
DDA	District Development Assembly
DoWA	Department of Woman's Affairs
EA	Embedded advisor
FAF	Foreign Assistance Framework
FIRUP	Food Insecurity Response for Urban Populations (USAID)
FOB	Forward Operating Base
FPO	Field Program Officer (USAID officer based at the PRT)
GDA	Global Development Alliance
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic information system
HO	Home office
IARCSC	Independent Administrative Reform and Civil Service Commission
ICMA	International City/County Management Association (RAMP UP East Subcontractor)
IDLG	Independent Directorate of Local Governance
INF	Infrastructure (project)
IP	Implementing partner
IR	Intermediate Result
ISAF	International Security Assistance Force
LGCD	Local Governance and Community Development Project (USAID/DAI)
LOP	Life of project
M&E	Monitoring and evaluation
MIS	Management information system
MOU	Memorandum of understanding
MRRD	Ministry of Rural Rehabilitation and Development
MIP	Municipal Improvement Plan
MUDA	Ministry of Urban Development Affairs
NGO	Non-Governmental Organization
NINF	Non-infrastructure (project)
NSP	National Solidarity Program
OAA	Office of Administrative Affairs

O&M	Operations and maintenance
OSM	On Site Monitor (Field-based USAID representative)
PAR	Public administration reform
PDC	Provincial Development Committee
PMP	Performance management plan
POP	Period of performance
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID Program)
RC (E, W, N, S)	ISAF Regional Command East, West, North, South
SMAP	Strategic Municipal Action Plan
SME	Small and medium enterprise
SMGA	Senior Municipal Governance Advisor (RAMP UP East Key Personnel)
SOP	Standard Operating Procedures
SOW	scope of work
SWM	Solid waste management
SO	Strategic Objective
TAMIS	Technical Assistance Management Information System
TAR	Technical assessment report
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government
VET/CBSD	Vocational Education and Training and Community Based Skill Development Program (USAID program)

## Terms

<i>Gozar</i>	Neighborhood
<i>Nahya</i>	Municipal District
<i>Wakil or kalantar</i>	Nahya or Gozar representative
<i>Mustoufiat</i>	Sub-national representative office for Ministry of Finance
<i>Tashkeel</i>	administrative structure of a GIRoA entity
<i>Safayi tax</i>	City cleaning service charge and property tax
<i>Sharwali</i>	Municipality
<i>Moqarara</i>	Regulation



## MONTHLY REPORT: FEBRUARY 2013

### EXECUTIVE SUMMARY

#### Capacity Building

##### *Training and workshops*

In February municipalities continued to be pre-occupied with following up on the approval of their fiscal year 1392 proposed budgets and therefore some training and workshops were put on hold until March. As discussed in the previous monthly report, municipalities submitted their budget proposals at least one month after the deadline set by GDMA because they had to make revisions to comply with a last minute directive from GDMA that a reserve be included in the municipal budgets to accommodate the imminent application of the government's new pay and grading system. As of the end of this reporting period, no municipal budget had been approved yet although several had already been endorsed by IDLG/GDMA to the Ministry of Finance and the Office of Administrative Affairs (OAA). Details on the status of the proposed budget of each municipality can be found in the Public Finance sections of this report.

Due to the delay in the approval of the municipal budgets, interventions that were planned to be implemented as part of the assistance in budget execution will have to be re-scheduled. These include the presentation of the budgets in citizens' forums and the conduct of training in budget execution monitoring, evaluation, and reporting.

A new training curriculum spanning the entire infrastructure project lifecycle has been conceptualized for municipal engineers and embedded advisors, aimed primarily at helping municipalities implement their development budgets. The curriculum design has been drafted with the following objectives:

##### *Overall Objectives*

Starting from the technical assessment reports (TARs), municipalities are able to implement projects included in their development budgets through the proper execution and management of the main stages of the project lifecycle: design, construction, completion and commissioning. The training is action-oriented: the aim is that at the end of the training each municipality will have designed and (if feasible) implemented at least one infrastructure or service delivery project that evolved as a result of the training process.

##### *Enabling Objectives*

At various stages of implementation of the training curriculum, municipalities, through their engineers and other technical personnel and guided and assisted by RAMP UP East, are expected to accomplish the following:

- Prepare a scope of work (SOW), and (if applicable) tender and select a design contractor following Afghanistan's Procurement Law of 2009 and the Rules of Procedure for Public Procurement of 2009;
- Manage the design work and review and approve its outputs;
- Prepare tender documents, tender, and select a contractor for a project implementation or construction contract following Afghanistan's procurement laws and procedures;
- Properly manage all stages of project implementation, including compliance with health and safety and environmental safeguards;
- Properly execute project closeout and receive the handover of the completed project, including all necessary documentations, from the contractor;
- Prepare an operation and maintenance plan (including a manual of standard operating procedures, if necessary) and budget for the completed project.

The curriculum will be divided into three courses:

- Scoping, Tendering and Management of Design Contracts
- Tendering and Management of Construction Projects
- Closeout, Handover and O&M of Completed Projects

The training will be implemented on a staggered basis with enough time for field practice in between courses. The idea is for municipalities to identify a 'live' project in which to apply what they have learned from the training. Specific outputs, such as SOW, design packages, procurement documents, and field inspection reports will be submitted by participants as prerequisites for their participation in subsequent courses.

Given the size of the target training population, each course will be conducted in two batches of trainees. The first course in the series on Scoping, Tendering and Management of Design Contracts will be held on March 4-6 and March 11-13. Training delivery and facilitation will involve three RAMP UP East advisory teams: Capacity Building, Engineering, and Procurement.

The Environmental Engineering portion of the course has drawn the attention of USAID. The relevant training materials were reviewed and approved by the USAID Environmental Compliance Officer.

The design for a training course on Organization Analysis and Design (OAD) has also been completed. The design document, including the course outline and agenda and trainer's guide, has been circulated internally for comments. The conduct of a training-of-trainers and the subsequent replication and application of the OAD process in municipalities form part of the fulfillment of one of RAMP UP East's commitment during Option Period 2 of improving municipal organizational arrangements.

GDMA, through its Technical Advisor for Organization and Capacity Building, has been informed of RAMP UP East's plan to conduct the course and undertake OAD in municipalities. A meeting between GDMA and RAMP UP East has been scheduled to discuss the implementation of the activity and to ensure that it does not duplicate or conflict with the ongoing implementation of the public administration reform (PAR) program.

OAD is defined as the process that identifies the basic units of an organization, analyzes the activities needed for achieving organizational goals, and coordinates and integrates an organization's activities. The process produces the following basic outputs:

- Functional chart showing the functions of the main organizational units;
- Organization structure consisting of 'boxes' representing organizational units and sub-units as well as lines indicating their hierarchical/vertical and horizontal differentiation and their integration;
- Position chart/staffing pattern identifying key personnel by their job titles/working designations and defining the formal reporting relationships among them.

### ***Mentoring of District Municipalities***

This activity, a new addition to RAMP UP East's scope of work in Option Period 2, has been under discussion since last year. The main idea is to maintain the mentoring relationships that already exist between provincial and district municipalities and enrich these with the new competencies of provincial municipalities acquired through RAMP UP East. Program activities are foreseen to be simple and straightforward. Officials from the district municipalities will be invited to attend activities in the provincial municipalities, including training and workshops, meetings, and monthly citizens' forums. During these visits, officials from the district municipalities may also observe and be given orientations on how core municipal functions are performed by the staff of the provincial municipality.

In consultation with USAID and GDMA, the following district municipalities were selected for the program:

Province	Provincial Municipality	District Municipality	
Ghazni	Ghazni	1	Moqor
		2	Jaghuri
		3	Qarabagh
Laghman	Mehterlam	4	Qarghaee
Logar	Puli Alam	5	Barakibarak
Wardak	Maidan Shar	6	Markaza Behsud
		7	Sayedabad
Nangarhar	Jalalabad	8	Rodat
		9	Ghanikhail
Parwan	Charikar	10	Bagram

A concept note on the mentoring program was finalized and circulated to team leaders in concerned provincial municipalities. As of end of the month, all provincial municipal mayors had been briefed and had given their commitment to support the program. Some mayors have however voiced reservations over the selection of the target district municipalities. Both the mayor and the deputy mayor of Jalalabad proposed that Ghanikhail be replaced by Sorkhrod, Baticot or Kama. In Maidan Shar, it was noted that the mayor is the only employee of Markaza Behsud at present and that she is based in Kabul rather than in the district municipality. Moreover, the district municipality is located some 150 kilometers from Maidan Shar and is said to be inaccessible for about five months of the year when the connecting road is buried in snow.

Significant progress has already been achieved in several district municipalities. After the final selection of Barakibarak, a needs assessment was conducted in this municipality on February 19. Based on the results of the assessment proposals for a mentoring program and in-kind support were drafted and submitted to RAMP UP East management for review and approval. A similar assessment was conducted on the same day in Bagram for which the mentoring program and in-kind support proposals are still being prepared. In these two municipalities the anticipated start of the mentoring program is in March.

## Public Finance

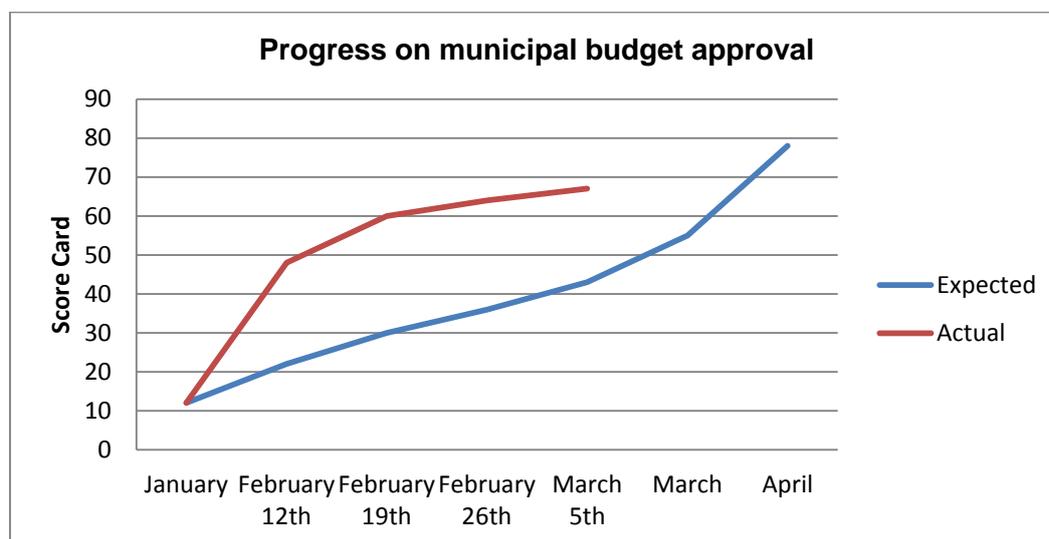
The month of February saw the development of a number of initiatives based on the increased availability of balanced budgets across municipalities. This month, procurement planning templates were produced as well as guidance for bank reconciliation, to support further progress based on future budget development and monitoring. These building blocks provide an additional foundation for planned activities, such as revenue and expenditure monitoring, options appraisal, asset listing, annualized statements and performance based budgeting. The emphasis is now on standardized approaches to capacity building, leading to outcomes that can be measured. Formalization of each process as well as the monitoring mechanisms will increase the sustainability of the system in the long term for the municipalities.

### *Municipal Budget Status*

All RAMP UP East municipalities have now prepared a budget. All but one are awaiting approval by higher levels of government and all are expected to receive final approval in March. The budget of one municipality, Bazarak, is still awaiting approval by the mayor, because the municipality does not have an Accounting Manager at the moment. The

capacity demonstrated by the provincial municipalities has also been shared with district municipalities. For example, the municipality of Gardez has assisted the mayor of Chamkani district municipality in the preparation of the 1392 budget.

As part of an improved change management monitoring process, RAMP UP East has developed a dash board system coupled with a scorecard to monitor budget progress amongst its municipalities. The resulting graph shows considerable improvement in the quality and process compared with last year. Without improved quality, the approvals by higher government agencies could not have been obtained.



This concept of project managed capacity building outputs will be continued and developed into other deliverables. As well as providing a meaningful tool for measuring progress the embedded advisors will acquire new project management skills.

The dashboard highlights municipalities that are doing well in green and those where additional support is needed in red.

	Output achieved beyond quality standard
	Output at quality standard awaiting approval
	Output not achieved or challenged

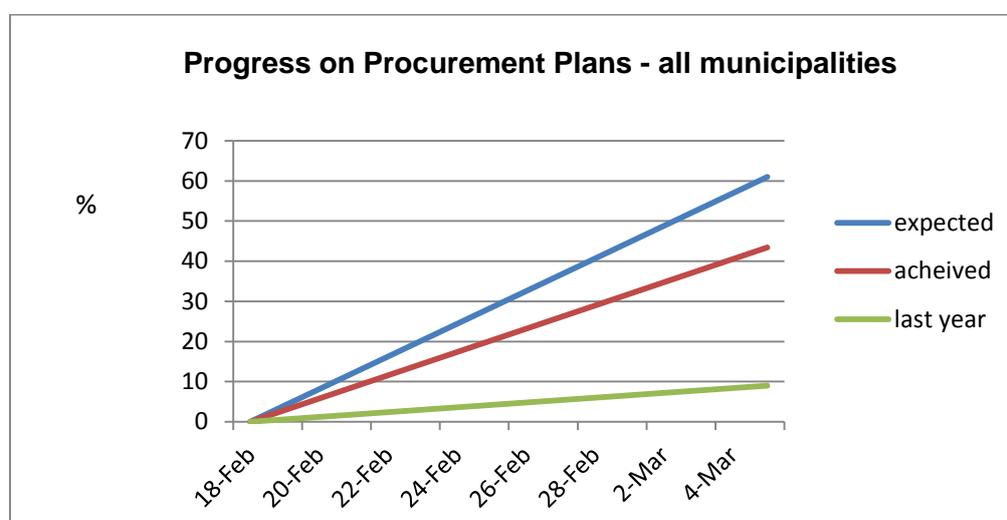
Municipality	Stage 1 Internal preparation	Stage 2 Mayoral Approval	Stage 3 Quality Control Kabul RAMP UP	Stage 4 Provincial Approval	Stage 5 GDMA Approval	Stage 6 IDLG letter	Overall Status
Puli Alam	Green	Green	Green	Green	Green	Green	Green
Maidan Shar	Green	Green	Green	Green	Green	Green	Green
Ghazni	Green	Green	Green	Green	Green	Green	Green
Gardez	Green	Green	Green	Green	Green	Green	Green
Charikar	Green	Green	Green	Green	Green	Green	Green
Khost	Green	Green	Green	Green	Yellow	White	Green
Mahmud-Raqi	Green	Green	Green	Green	Yellow	White	Green
Asadabad	Green	Green	Green	Green	Green	Green	Green
Bamyan	Green	Green	White	Green	Yellow	White	Green
Bazarak	Green	White	White	White	White	White	Red
Jalalabad	Green	Green	Green	Green	White	White	Green
Mehterlam	Green	Green	Green	Green	Yellow	White	Green
Sharana	Green	Green	Green	Green	Green	Green	Green

## Procurement Planning

To demonstrate that the municipality's planned procurement activity is being realized, the Ministry of Finance requires a procurement plan. RAMP UP East training in April 2012, along with a developed narrative and planning template, have encouraged this process. Last year only two plans were produced, but now 12 municipalities are actively creating a procurement plan. Feedback on the process so far has been positive.

All municipalities, with the exception of Bamyan (for which a new Public Finance Advisor has just been recruited), have now made a start on their procurement plan. The best performing municipality is Sharana, and another three municipalities are following closely. Targets have been set high to challenge the municipalities but some delays in the process are to be expected. Quality measures are built into the template to alert advisors to review the need for intervention. Most municipalities are finding this exercise useful.

This following chart emphasizes the cross cutting nature of the materials produced.



## Bank Reconciliation

As part of forward planning, RAMP UP East developed a bank reconciliation manual and template, based on the GDMA budget manual. This manual and template was piloted in Ghazni to test the process and has now been distributed to all the municipalities. The target is to encourage full monthly bank reconciliation activity in all municipalities by April. The following municipalities have emphasized bank reconciliation activity in the past month: Jalalabad, Maidan Shar, Ghazni and Sharana. This is an important precursor to budget monitoring, cash flow projection and the preparation of annual financial statements.

## Service Delivery

### Solid Waste Management

The aggregate collection performance of all 13 municipalities remained more or less at the same level as during the previous month. There was a decline in the absolute numbers of about 2,000 cubic meters but this can be attributed mainly to the fact that January covered a period of five weeks while February only had four weeks.

A total of 8,200 cubic meters of solid waste was collected and transported to the final disposal sites, as shown in the table below.

**OVERALL MONTHLY SOLID WASTE COLLECTION SUMMARY SHEET**  
**February 2013**

No.	Municipality	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
		No.	Man-days	No.	No. of Trips	Formal	In-formal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ Manday (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/Trip (m3)
1	Assadabad	64	384	12	62	99	19	300	126	8	48	7.9	0.3	42.0	20.7	2.0
2	Bamyan	16	96	14	28	295	-	90	76	-	-	18.9	0.8	23.9	8.3	2.7
3	Bazarak	16	32	8	16	131	38	113	8	-	-	22.0	2.8	44.0	8.0	5.5
4	Charikar	104	572	20	195	103	217	2,240	770	-	-	29.6	1.3	154.0	39.0	3.9
5	Gardez	72	432	12	186	259	98	1,560	478	-	-	27.0	1.0	159.0	62.0	3.0
6	Ghazni	168	672	32	384	335	92	600	575	4	16	14.0	1	72.0	48.0	1
7	Jalalabad	272	1,585	72	1,230	520	891	4,573	4,083	-	-	60	2.6	226.8	68.3	3.3
8	Khost	73	438	16	292	278	369	1,303	985	-	-	54.0	2.2	246.3	73.0	3.4
9	Mahmud-i-Raqi	62	384	8	105	321	98	360	335	2	12	21.5	0.9	167.5	52.5	3.2
10	Maidan Shahr	72	357	4	37	141	43	224	158	-	-	8.8	0.4	158.0	37.0	4.3
11	Mehterlam	44	264	8	106	343	37	1,120	387	-	-	35.2	1.5	193.5	53.0	3.7
12	Pul-i-Alam	36	162	8	38	179	76	260	152	-	-	16.9	0.9	76.0	19.0	4.0
13	Sharana	14	17	2	21	97	12	110	66	-	-	9.4	0.9	66.0	21.0	3.1
<b>Total</b>		<b>1,013</b>	<b>5,395</b>	<b>216</b>	<b>2,700</b>	<b>3,101</b>	<b>1,990</b>	<b>12,853</b>	<b>8,199</b>	<b>14</b>	<b>76</b>	<b>8.1</b>	<b>1.5</b>	<b>38.0</b>	<b>12.5</b>	<b>3.0</b>

**Note:** Number of Trips refers to the number of times a truck deposits waste in the landfill. For example, if the municipality is using two trucks and each truck deposited waste in the landfill five times during the week, then Number of Trips = 10 (2x5).

The actions taken by the municipalities to mitigate the loss of financial assistance from RAMP UP East started to pay off. In Maidan Shar, the municipal authorities continued to monitor the waste disposal by government and private offices to ensure that it is done in sites officially designated by the mayor. In Ghazni, the curbside collection scheme that was piloted several weeks ago in just one village is now being expanded to other areas of the municipality. At the recommendation of the Public Works Advisor, Charikar is progressively eliminating informal dump sites, from which waste is usually more difficult to load onto collection vehicles, by closing some of them and replacing others with trash bins. Recently the mayor accompanied by the embedded advisor inspected informal dump sites in *Nahya 2* to get an idea of the optimal deployment of trash bins acquired with municipal budget. In Puli Alam, based on an evaluation conducted during the past several weeks, RAMP UP East recommended the repositioning of several trash bins which were not fully used to locations with bigger volumes of solid waste.

The most significant measures taken by municipalities are the ongoing efforts to raise awareness among the citizens about their roles and responsibilities in environmental sanitation and in keeping their city free of trash. This includes a variety of information, communication, and education efforts, including roundtable discussions covered by mass media, citizens' forums, and volunteer clean-up campaigns. In Charikar, volunteer clean-up campaigns have become a regular event invariably led by the mayor and other high ranking government officials and each time targeting a different segment of the community. During the month under review, the event involved provincial directorates under the leadership of the head of the Directorate of the Interior, who is also the provincial police commander. With the cooperation of this group, it is hoped that community discipline can be more easily maintained and environmental rules and regulations consistently enforced. For their part, municipalities have already manifested their commitment to solid waste management in many ways, one of which is by allocating adequate resources in their budget for the current fiscal year that will support service delivery at levels demanded by the citizens.

The full impact of the foregoing measures will become evident over the longer term but in the short term they only yield small incremental improvements. Significant positive changes are however foreseen especially in waste collection with the imminent delivery of the solid waste

collection vehicles and equipment funded by RAMP UP East, the approval of the municipal budgets, and the onset of spring.

Following the transfer of responsibility for solid waste management to municipal authorities, the embedded Public Works Advisors are now assisting their counterparts in preparing and implementing operation and maintenance plans for other infrastructure sectors, including public parks, roads and drainage, public latrines, sidewalks, and municipal government offices. O&M plans, once completed, are first shared with the mayors, who signify their acceptance and commitment to implement them by signing the O&M documents consisting of a scope of work, bill of quantities, and budget estimates. In Gardez, the O&M planning focus was on the newly completed landfill. Among the recommendations in the O&M plan is the hiring of two workers who will be assigned fulltime at the facility. The workers will be recruited from the surrounding community and could therefore also act as watchmen. The mayor subsequently approved this recommendation for immediate implementation. The possibility of replicating this measure in other municipalities and for other municipal infrastructure assets is being considered as a safeguard against vandalism and misuse.

Upon being informed of the completion of the disposal facility, the mayor of Gardez organized a technical team to inspect and ensure that it fulfills all the design specifications. The committee was composed of municipal and provincial government representatives. The technical team certified the compliance of the completed facility with all the requirements stipulated in the design documents and endorsed the approval of the handover documents to the mayor. As of the end of the month, however, the mayor had not yet assumed responsibility over the landfill, stating that he will only approve the handover once personnel had been assigned to guard the facility. GDMA has been informed of this issue.

In Sharana a new mayor assumed office in early February. One of his first directives was for municipal personnel to prioritize the refurbishment of the municipal offices and the upgrading of the municipal park. As a result, no solid waste collection took place in the second half of the month. This issue, as well as the mayor's demand that RAMP UP East implement a list of projects he has provided, has also been brought to the attention of GDMA.

## **Local Economic Development and Revenue Generation**

### ***Property registration and Safayi fee collection activities***

Training for the municipalities continued over the past month to enable municipal staff to implement the new *safayi* fee billing and collection system. As the municipalities continue to register properties and collect fees they are starting to notice the potential of this recurring source of revenue. Through the RAMP UP East training and continuous on-the-job capacity building, the sustainability of the system will be ensured.

The new *safayi* fee collection system is now operational in Mehterlam. During the reporting period the municipality printed 200 invoices and delivered them to households. So far the municipality has collected AFs 69,217 from 47 households. One of the challenges in the municipality is that the citizens are not used to paying *safayi* fees due to limited coverage and poor collection efficiency in the past. The municipality has created a special team to visit the properties and to increase public awareness by using different outreach tools and techniques.

The municipality of Asadabad continues to make good progress with *safayi* fee collection. Since the start of implementation the municipality has printed about 30 invoices per week. The municipality is expecting a ten-fold increase in *safayi* fee collections this year compared to last year.



*The manager of the 1<sup>st</sup> Nahya of Mehterlam presenting a safayi fee certificate on February 17*

The municipality of Charikar received approval on February 17 for new rates for land and buildings from the property valuation committee formed by the Governor to facilitate the new *safayi* system. The municipality has been trying to update the old Taliban-era rates so they can start collecting *safayi* fees. The governor is expected to sign the new rates into law in early March. A team from the RAMP UP East office in Kabul visited Charikar on February 6-7 to conduct final training and prepare municipal officials for *safayi* fee collection using the new system.

RAMP UP East also conducted a two day training course on February 19-20 in Khost as part of the handover of the

*safayi* fee billing and collection system. The purpose of the training was to prepare municipal staff in using the new system, and to show them how to ensure transparency. A total of 24 people participated in the training, including 17 municipal staff, representatives of line departments and the governor's office, a member of the Provincial Council and Youth Association, community elders; and local businesses.

The mayor of Khost decided during the training that the municipality would start collecting *safayi* fees with the new system at the beginning of the New Afghan Year (1392). The Revenue Manager added: *"The municipality has not collected safayi fees in three years, so we will print invoices to collect fees cumulatively for the last three years. I'm requesting RAMP UP East's support to help us implement the new safayi fee billing and collection system"*.

A member of the Khost Provincial Council appreciated RAMP UP East's initiative to replace the old manual *safayi* collection system with the new computerized and more transparent system. He added: *"The Provincial Council will make regular visits of the municipality to see whether the municipality is utilizing the system or not"*. The Representative of the Youth Association said: *"Before I was thinking that all this money will be going into the pockets of municipal officials, but now I understand that the safayi fees will be deposited into the municipal bank account by residents and the money will be used for the municipality's operational and development expenses"*.



*Training in the use of the new safayi fee system in Khost*

A summary of progress in the printing of *safayi* invoices, the collection of fees and the issuing of certificates is shown in the table below.

No	Municipality	# of properties	# of invoices printed during this month/ total		Money deposited this month/total		# of Safayi certificates printed
1	Jalalabad	9,739	Nil	11	Nil	Nil	
2	Charikar	5,705	Nil	Nil	Nil	Nil	
3	Khost	5,792	Nil	Nil	Nil	Nil	
4	Mahmud Raqi	1,225	Nil	Nil	Nil	Nil	
5	Asadabad	1548	20	186	88,907	465,294	128
6	Mehterlam	1,568	347	400	69,917	69,917	47
7	Ghazni	3,515	Nil	Nil	Nil	Nil	

### ***Business Registration and Licensing Activities***

The embedded Economic Development Advisors are continuing to monitor and support the new business registration and licensing system. The final version of this application containing upgraded security, reporting and filtering functions, was completed at the end of January, and has since been installed in eight municipalities. The remaining five municipalities will received the final version in March.

Due to resistance from shopkeepers, the municipality of Bazarak decided to use a different approach to implement the new business registration and licensing system. The original system requires business owners to collect the invoice for their business license from the municipality and then deposit the fee into the municipal bank account. After receiving the deposit slip, the municipality prints out the new license. However, the municipal officials in Bazarak are visiting businesses and handing the business license invoices to businessmen. They also collect the fee in cash. At the end of each day the municipal officers deposit the collected cash into the municipal bank account. A summary of business licensing activities for each municipality is shown in the table below.

A summary of the progress to date in business licensing is shown in the following table.

No	Municipality	# of new businesses registered this month/ total		# of business license bills printed this month/ total		Total fees deposited in bank (AFs) this month / Total		# of licenses issued this month / total	
1	Gardez	17	2,263	23	249	13,700	130,300	23	249
2	Jalalabad	107	6,665	107	2,218	27,800	451,460	107	1,583
3	Khost	2	5,536	34	1,168	11,950	506,539	64	1,106
4	Maidan Shar	7	363	8	68	2,900	22,200	8	68
5	Mehterlam	0	2,152	0	1,501	0	78,065	0	1,065
6	Mahmud Raqi	3	1,036	82	490	38,000	195,200	116	490
7	Bazarak	0	504	41	171	10,530	45,220	41	171
8	Puli Alam	228	1,699	0	997	11,689	202,729	11	951
9	Sharana	0	1,140	Business licensing completed					
10	Charikar	0	2,650	122	2,244	14,815	232,705	140	2,358
11	Ghazni	174	7,000	480	698	187,186	242,642	582	642
12	Asadabad	15	1,699	50	664	18,900	222,400	50	664
13	Bamyan	License distribution was completed with the old manual system.							

### ***Local economic development planning activities***

The municipality of Maidan Shar conducted its second Local Economic Development Planning workshop (marketing workshop) in the municipal conference hall on the February

12. The purpose of the workshop was to secure agreement on the final list of projects and activities to be included in the five year development plan, and to promote some of the projects to government agencies, donors and private sector representatives. A total of 32 people attended the workshop, including municipal staff, the Director of Rural Rehabilitation and Development, the Director of the Public Health Department, the Director of the Counter Narcotics Department, the Director of Women's Affairs, representatives of all the local business guilds, and community elders.

In the mayor's opening remarks he thanked RAMP UP East for facilitating the LEDP process and assisting his management team to implement it. He also acknowledged the cooperation of local residents and stakeholders in the preparation of Maidan Shar's plan.

Some of the participants had comments on the LEDP projects and others suggested additional ones. The Director of Rural Rehabilitation and Development suggested that a clean water supply system and sanitation infrastructure should be added to the LEDP. This suggestion was based on a similar project currently being constructed in the *Sardar Dawood Khan Mina* residential estate on the outskirts of the city by a private developer. The mayor responded that: *"The LEDP is our plan, so we have to keep it updated every 5 years, and of course new projects should be added to the plan as needed. The municipality has decided to add a few projects to the plan, such as a new park closer to the public health hospital, a new women's park and a small zoo"*.



*Participants at the LEDP marketing workshop conducted in Maidan Shar on February 12*

The Counter Narcotics Department revealed during the workshop that it had already committed to building the bus terminal project that was included in the LEDP from their own 1392 budget, possibly with assistance from donors. It was also revealed at the workshop that the final location of the terminal had been determined after several sites had been considered.

The workshop closed with statements from line departments, donor agencies and private sector representatives pledging better coordination and cooperation to support the social and economic objectives of the LEDP. All the participants agreed to promote the plan to donors and NGOs to speed up implementation of the projects and activities.



*The LEDP internal consulting meeting held in Puli Alam on February 20*

The municipality of Puli Alam conducted its first follow-up LEDP internal meeting in the municipal meeting hall on February 20. The first LEDP workshop was conducted in May last year. The main purpose of

the meeting was to finalize the list of projects and activities to be included in the plan for the next 5 years, and to fix the date and invitees for the next LEDP marketing workshop, which will be used to promote selected projects to donors and the private sector.

The participants discussed the list of projects and the business models to be used for implementation and funding of each project. A total of 11 people participated in the meeting, including the mayor and his senior managers, RAMP UP East embedded advisors, and specialists from the Kabul office.

During the meeting the mayor expressed his appreciation for the technical and financial support of RAMP UP East to help Puli Alam prepare its Local Economic Development Plan. He added: *“Now the municipality has a specific mission for the next five years - what to do, and how to do it. The projects and activities that are included in the plan will have a positive impact on the local economy and will generate revenue for the municipality as well. Puli Alam will try to implement these projects within the projected timeline of the LEDP with financial support from the private sector and donor agencies”.*

The mayor agreed that the LEDP reflects the economic realities of Puli Alam City. The projects are appropriately chosen to support economic development and to enhance municipal revenue. He also promised to support the next LEDP marketing workshop.

The table below shows the progress on the LEDPs in all municipalities.

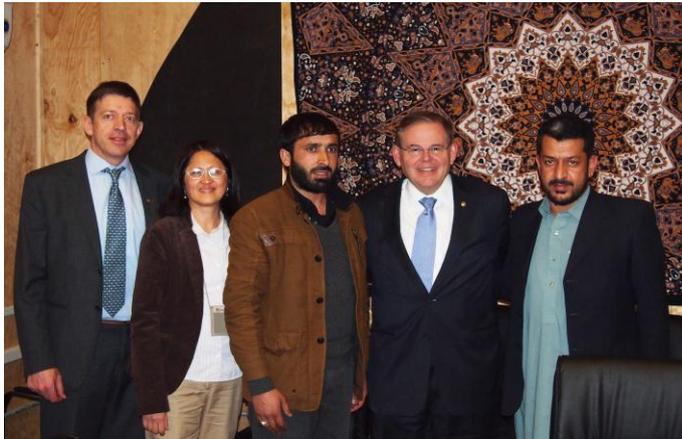
No	Municipality	First draft	final version	Translated to	LEDP internal meeting	LEDP lobbying workshop
1	Asadabad	Completed	Completed	Pashto	Conducted	Conducted
2	Jalalabad	Nangarhar province already has a strategic plan, which includes the projects intended for the Jalalabad LEDP. Consequently, the Jalalabad Mayor asked RAMP UP East not to continue with the LEDP preparation				
3	Charikar	Completed	Completed	Dari	Conducted	Conducted
4	Puli Alam	Completed	Completed	Pashto	Conducted	Pending
5	Khost	Conducted	Completed	Pashto	Conducted	Pending
6	Mahmud Raqi	Completed	Completed			
7	Sharana	Completed	In-progress			
8	Ghazni	Completed	Completed	Dari		
9	Gardez	Completed	Completed			
10	Mehterlam	Completed	Completed	Pashto		
11	Maidan Shar	Completed	Completed	Pashto	Conducted	Conducted
12	Bazarak	Completed	Completed	In process		
13	Bamyan	Completed	Completed	In process		

## Cross Cutting

RAMP UP East gender mainstreaming department took part in a consultation conference hosted by the Afghan Women’s Network (AWN) in Kabul where concerns over increased security threats toward women and the lack of political will to implement the UN security council resolution 1325 were discussed in details. The UNSCR 1325 resolution is a landmark international legal framework that addresses the impact of war on women and the pivotal role women should and do play in conflict management, conflict resolution and sustainable peace. Representatives of ministry of women’s affairs and foreign affairs stated the government was committed to increase women’s participation in security sector to implementing the 1325 resolution.

## MONTHLY HIGHLIGHTS

### *Charikar Mayor and RAMP UP East meet with US Senator Menendez*



*Senator Robert Menendez, COP Harry Roovers, COR Arlene Gella, the Mayor of Charikar, and the Charikar Team Leader*

On February 20, the Mayor of Charikar and USAID COR Arlene Gella, along with the RAMP UP East Chief of Party and the Team Leader for Charikar, met with New Jersey Senator Robert Menendez, Chairman of the Senate Foreign Relations Committee during his brief visit to Afghanistan. The Mayor spoke about the support he was receiving from USAID and RAMP UP East. He explained the ways that RAMP UP East has supported his municipal team and has helped him to build sustainable capacity and increased revenue for his municipality. Senator

Menendez, a former mayor himself, asked several questions, including how RAMP UP East has helped him to be a successful mayor. The meeting helped to present the challenges that Afghan mayors face in their municipalities while also highlighting the essential and sustainable work that RAMP UP East is doing to build the Afghan capacity in local government.

## Interview with the Mayor of Parun

The Mayor of Parun, Engineer Eisa Delawar, was interviewed by RAMP UP East to discuss the needs and challenges of his municipality. Following is an excerpt of the highlights of the interview.



### **What is your vision for the future of your municipality, say in 5 or 10 years from now?**

The municipality of Parun is a newly established municipality. The main focus for the next few years will be on working with citizens to prioritize their needs and on providing basic services to the citizens. Asphalted dirt roads, building a park for women and children, constructing a guesthouse/hotel are some of the projects that the municipality would prefer to implement. However, the decision on the types of projects will be made in consultation with the citizens. Parun is a tourist city: we will work to attract tourists which will be a major source of revenue.

### **What has been your biggest success as a mayor? And what is your biggest challenge?**

Since my appointment to this post six months ago, my biggest success has been the setting up of the municipal office within the governor's compound. A few months ago, I didn't know where to begin and who to ask for assistance. In July last year I came to the RAMP UP East office in Kabul and asked for assistance. RAMP UP East provided basic office furniture and stationary for which I am grateful. I also participated in a week-long training at the RAMP UP East Kabul office. I spent time with public finance, economic development/revenue generation, gender and public outreach, public works and engineering departments and learned about each department's activities and the type of support they provide to the municipalities. In addition, RAMP UP East facilitated a one-week mentoring program for me in Jalalabad where I worked with the embedded team and the deputy mayor. I have started business registration in Parun, although we have a very small number of businesses. The biggest challenge is the difficulty in accessing Parun. Communications with the central government, due to the lack of proper and reliable communication means, is also a challenge for Parun. The municipality does not have staff members, although the *Tashkeel* has been approved by GDMA. Because of the low salary the municipality has not yet been able to attract qualified personnel.

### **What can IDLG/GDMA do to help you improve the development of your municipality?**

Both IDLG and GDMA can do a lot. They can support us with our staff recruitment and they can speed up the recruitment approval process. It would be of great assistance if GDMA could help secure funds for building a town hall for holding meetings. GDMA can also assist with the development and approval of a master plan for Parun. If we have a master plan investors will be encouraged to start businesses and invest here.

### **How do you describe the current level of business confidence in your city?**

I will feel more comfortable answering this question one year from now. The municipality is new and I am still in the process of introducing myself, as a mayor, to the citizens. But just for your information, there are 113 shops in the city. I am hoping this number will double by the end of the year.

# MUNICIPAL PROGRESS REPORTS

## MAIDAN SHAR MUNICIPALITY

PROVINCE: WARDAK

### Capacity Building

#### *Public Finance*

The municipality's budget is at the final approval stage at the Ministry of Finance. There was a slight delay due to a misinterpretation of the *Tashkeel* requirement from the OOA. This issue was resolved by the Accounting Manager working together with the Public Finance Advisor and the budget was resubmitted.

The municipal procurement plan is about 40% complete. This is a significant improvement for the municipality; last year Maidan Shar did not complete a plan at all. The Procurement Manager was concerned about finalizing the plan in advance of budget approval, but a message sent by RAMP UP East that the plan can be in draft pending approval has convinced the municipality to move forward.

The public finance advisor is reviewing the Bank Reconciliation template prior to briefing his municipal counterparts and the municipal accountant will start using this process.

### Service Delivery Improvements

#### *Solid Waste Collection*

The collection volume went up by 59 cubic meters this month. The accomplishments of the municipality in solid waste collection are shown in the table below.

#### Waste Collection Summary

Municipality: Maidan Shahr

Month: February 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	18	98	1	10	42	12	56	42	-	-	2.3	0.4	42.0	10.0	4.2
2	18	86	1	9	37	11	56	41	-	-	2.3	0.5	41.0	9.0	4.6
3	18	101	1	11	34	11	56	48	-	-	2.7	0.5	48.0	11.0	4.4
4	18	72	1	7	28	9	56	27	-	-	1.5	0.4	27.0	7.0	3.9
<b>Total</b>	<b>72</b>	<b>357</b>	<b>4</b>	<b>37</b>	<b>141</b>	<b>43</b>	<b>224</b>	<b>158</b>	<b>-</b>	<b>-</b>	<b>2.2</b>	<b>0.4</b>	<b>39.5</b>	<b>9.3</b>	<b>4.3</b>

The municipality continued to monitor and enforce compliance with the mayor's instruction for institutional waste generators to dispose their trash only in designated locations.

#### *Mentoring of District Municipalities*

Two district municipalities are targeted for mentoring by Maidan Shar: Markaza Behsud and Sayidabad. The mayor has promised to provide the leadership in implementing the program. He has however raised doubts about the feasibility of including Markaza Behsud. This district municipality is located 150 km from Maidan Shar and the connecting road is difficult to traverse for five months of the year as it is buried in snow. Also, the district municipality

has only one staff, the mayor, who is permanently residing in Kabul. In contrast, Sayidabad is easily accessible from the provincial municipality. It is presently performing municipal core functions, including revenue collection. GDMA will be consulted on this matter to decide on the final selection of the target district municipalities.

The needs assessment of Sayidabad is expected to be conducted during the first half of March, and the proposals for the mentoring program and in-kind support draft soon thereafter.

### ***Sports Stadium Renovation Project***

All construction work related to the sport stadium project has been completed, with the exception of the planting of grass on the soccer field. The final QC inspection has revealed some deficiencies that are currently being rectified. Once the weather improves the project will be completed.



*Overview of the Sports Stadium Project in Maidan Shar*

### **Economic Development and Revenue Generation**

The municipality conducted its second Local Economic Development Plan workshop (marketing workshop) in the municipal conference hall on the February 12. The purpose of the workshop was to secure agreement on the final list of projects and activities to be included in Maidan Shar's five year development plan, and to promote some of the projects to government agencies, donors and private sector representatives. A total of 32 people participated in the workshop.

In the mayor's opening remarks he thanked RAMP UP East for facilitating the LEDP process and assisting his management team to implement it. He also acknowledged the cooperation of local residents and stakeholders in the preparation of the LEDP. During the workshop participants recommended some new projects to be included in the plan. The mayor agreed and added: *"This plan is our plan and we have to keep it updated for five years. Of course when new projects are proposed we will add those to the plan"*.

The municipality of Maidan Shar is using the business registration and licensing system to replace old licenses that expire. During the reporting period the municipality printed 8 licenses and collected a total of AFs 2,900.

### **Community Engagement**

The municipality convened a citizen forum on February 20, which was attended by 25 citizens representing shopkeepers, civil society, community elders, government line directorates and a USAID representative. The mayor informed the citizens about the preparations for tree planting at the start of spring. He encouraged participants to take an active role in the greenery efforts. The municipality and the Department of Agriculture plan to plant 6,000 trees in the city. The mayor also talked about the municipality's solid waste management activities and limitations and the role of citizens in keeping the city and their surroundings clean.

The mayor informed the participants about the revised fees for shops rents. The new rate is 67 AFs per square meter that will be applied to Naw Bahar, Karbalai, Haji Shahagha areas and to the municipal markets.

### **Coordination**

During the month of February the RAMP UP East team leader held several meetings with the mayor and officials from Saidabad district to discuss RAMP UP East's limited technical support to the district municipalities. The team leader also reached out to the mayor of Behsud, Qamar Shujayee. However, due to her busy study and travel schedule a face to face meeting did not take place. In consultation with the Saidabad district mayor, a team was selected to conduct a needs assessment of the district municipality in March.



*Maidan Shar citizen forum, February 20*

## GHAZNI MUNICIPALITY

### PROVINCE: GHAZNI

## Capacity Building

### Public Finance

The annual budget of the municipality is awaiting final approval by the Ministry of Finance. This is a considerable improvement over last month when the budget had only been approved by the mayor.

The procurement plan is about 50% complete, slightly behind target. The municipal Procurement Officer was happy to share his praise for the RAMP UP East template and documentation. He said: *“The procurement plan can help me and can ease my daily work. It will enable me to know how much budget I have for the procurement item and will avoid wasting my time in the procurement process. Moreover, this plan will provide proper direction for me during the year 1392”.*

Ghazni was the pilot for the bank reconciliation manual before it was shared with all other municipalities. This process of active consultation with pilot municipalities is applied to all RAMP UP East initiatives to add value and gain local buy in.

## Service Delivery

### Solid Waste Collection

The municipality’s collection performance is summarized in the following table:

#### Waste Collection Summary

Municipality: Ghazni

Month: February 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	42	126	8	72	45	12	90	110	1	3	2.6	0.9	13.8	9.0	1.5
2	42	210	8	120	110	30	190	175	1	5	4.2	0.8	21.9	15.0	1.5
3	42	252	8	144	130	35	210	195	1	6	4.6	0.8	24.4	18.0	1.4
4	42	84	8	48	50	15	110	95	1	2	2.3	1.1	11.9	6.0	2.0
<b>Total</b>	<b>168</b>	<b>672</b>	<b>32</b>	<b>384</b>	<b>335</b>	<b>92</b>	<b>600</b>	<b>575</b>	<b>4</b>	<b>16</b>	<b>3.4</b>	<b>0.9</b>	<b>18.0</b>	<b>12.0</b>	<b>1.5</b>

The municipality continued to gradually expand the door-to-door waste collection scheme that it piloted during the previous month.

### Mentoring of District Municipalities

The municipality of Ghazni will serve as mentor for the district municipalities of Moqor, Jaghuri, and Qarabagh. After being informed of the program, both the provincial municipal mayor and the provincial governor immediately granted their consent for its implementation. The governor then arranged a briefing for the mayors of the target district municipalities, who also expressed their appreciation for this new USAID initiative.

The formation of the assessment teams and the scheduling of the assessments turned out to be more complicated given the number of target district municipalities. The assessments are ongoing, however, and are expected to be completed in the first half of March.

### ***Sub-roads Asphaltting and Drainage Ditch Construction Projects***

Work on the two ongoing subprojects in Ghazni was suspended on December 18 due to the onset of the cold winter weather. It is expected that work will resume in the second half of March, provided the weather conditions are suitable for construction activities. Overall the work on both projects is about 70% completed.

### **Economic Development and Revenue Generation**

The Dari version of the Local Economic Development Plan has been shared with the municipality but the municipality decided to replace about half of the original projects with other revenue generating projects. The municipality added these projects to the plan on the basis of their anticipated positive impact on the local economy. The plan has been edited to reflect the changes and the embedded team will discuss it again with the municipal staff.

The municipality of Ghazni succeeded in printing 480 invoices for new business licenses, collected AFs 187,186 and delivered 582 licenses to businessmen during the month of February. This represents a significant improvement compared with the previous months.

### **Community Engagement**

On February 13, the mayor of Ghazni chaired the monthly citizen forum in the municipal meeting hall. The forum was attended by 20 citizens. The mayor informed the participants about preparations for the tree planting campaign that will start immediately after the Afghan New Year. He said that the campaign will be launched in close collaboration with the Department of Agriculture that will provide 40,000 trees. The mayor called on the citizens to take an active part in this campaign.



*Participants at the citizen forum in Ghazni held on February 13*

In addition to the tree planting brief, the mayor gave an update about the election of *Wakil Guzar*. The elections in districts 1 and 2 have been completed and citizens have elected their representatives. A total of 11 citizens were candidates in districts 1 and 2, and three representatives were elected in a democratic and orderly manner. The mayor thanked the citizens for their support and participation and said that the election of representatives will be of great value in building a bridge between the municipality and the citizens and will speed up addressing the needs and concerns of citizens.

## BAMYAN MUNICIPALITY

### PROVINCE: BAMYAN

## Capacity Building

### Public Finance

The budget of the municipality is currently with GDMA awaiting review and approval.

Bamyan only started recently on the preparation of its procurement plan. RAMP UP East recently recruited a new embedded public finance advisor to assist the municipality with this as well as with other tasks. The new advisor spent a week in Kabul for orientations at RAMP UP East before his deployment to Bamyan.

While awaiting the arrival of the Public Finance Advisor, work on the municipality's bank reconciliation was also delayed.

## Service Delivery Improvements

### Solid Waste Collection

The solid waste collection summary table for the month follows:

#### Waste Collection Summary

Municipality: Bamyan

Month: February 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol./ Trip (m3)
1	4	24	2	5	70	-	25	20	-	-	5.0	0.8	10.0	2.5	4.0
2	4	24	4	8	75	-	25	22	-	-	5.5	0.9	5.5	2.0	2.8
3	4	24	4	8	75	-	20	17.5	-	-	4.4	0.7	4.4	2.0	2.2
4	4	24	4	7	75	-	20	16	-	-	4.0	0.7	4.0	1.8	2.3
<b>Total</b>	<b>16</b>	<b>96</b>	<b>14</b>	<b>28</b>	<b>295</b>	<b>-</b>	<b>90</b>	<b>76</b>	<b>-</b>	<b>-</b>	<b>4.7</b>	<b>0.8</b>	<b>5.4</b>	<b>2.0</b>	<b>2.7</b>

As the reporting month covered only four weeks, the municipality's total collection went down in absolute terms compared to the previous month. However, the weekly average remained at the same level of about 19 cubic meters.

### Asphalt Paving of Streets and Drainage Ditch Construction Project

During the winter, the municipality and RAMP UP East suspended work on the asphaltting of the remaining sub-roads. However, the production of concrete slabs to cover the sub-road drainage ditches continued. Some 1,860 slabs have been fabricated (out of a total of 2,071) and 1,168 slabs have already been placed on the drainage ditches. Preparations are underway to resume work on the asphaltting of the six remaining sub-roads.

## Economic Development and Revenue Generation

The final version of the LEDP of Bamyan was completed and sent out for translation.

### Community Engagement

The municipality of Bamyan conducted a monthly citizen forum on February 26 with participation of 24 males and 1 female. Mohammad Yusuf, the chairman of district 3, requested the mayor to take firm action against shopkeepers who use the sidewalks to display their goods. The mayor expressed concern about the lack of cooperation by the shopkeepers. He said that by displaying their products and goods on the sidewalk and parking their vehicles on the street, the shopkeepers violate the municipal ordinance and if this continues the municipality will have no choice but to start penalizing the violators. Haji



*The mayor at the citizen forum in Bamyan on February 26*

Chaman, one of the bazaar representatives asked the municipality to allow the shopkeepers to put their goods up to 20 cm on to the sidewalk in front of their shops. The mayor rejected this proposal and said that the municipality cannot allow that because the entire sidewalk is only about 150 cm wide in certain places.

The mayor also informed the participants about a volunteer *Hashar* day on Saturday March 23 to plant trees in the city. The mayor said that the Department of Agriculture will supply 10,000 trees to the city. Last year the number of trees planted in the city was 3,000. Mr. Tawallah, a civil society member, appreciated the municipality's plan for tree plantation, but asked for clarification of the responsibility for watering and maintaining of city greenery. The mayor said that the municipality will determine the areas for the trees and will be responsible for watering and maintenance.

The mayor participated in a recorded television roundtable along with [REDACTED], a representative of the city bazaar. Issues covered were municipal services, citizens need for drinking water, and the *safayi* fee collection. After a brief introduction by the television presenter the mayor provided an update on recent activities of the municipality. He explained that all construction work had been suspended due to the cold weather and he mentioned that the municipality has submitted its annual budget for approval.

[REDACTED] complained that the decision by the municipality to move the wood sellers out of the city to Qalai Cha was an unfair decision because the new place is very far from the city and some sellers could lose their business. The mayor responded that the municipality's priority is to make life easier for the people and although it is perceived as an unfair decision in the long run all citizens will benefit from this.

## CHARIKAR MUNICIPALITY

### PROVINCE: PARWAN

#### Capacity Building

##### *Public Finance*

The budget of Charikar was forwarded to the Ministry of Finance for final approval. Some delays were encountered earlier because the new form for the pay and grading system required by GDMA was missing from the budget.

The Charikar procurement plan is about halfway through completion. Last year the municipality did not prepare a plan at all. The Procurement Manager commented on the RAMP UP East manual and template: “For upcoming projects we will use the procurement plan instead of our municipal manual system”.

The public finance advisor is currently reviewing the bank reconciliation template prior to briefing the municipal staff. The advisor also provided on-the-job training to the municipal finance department on how to prepare a comparison budget statement for the years 1391 and 1392.

#### Public Service Delivery

##### *Solid Waste Collection*

A summary of the solid waste collection activity in Charikar is shown in the following table.

##### **Waste Collection Summary**

**Municipality: Charikar**

**Month: February 2013**

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	26	104	5	50	20	40	560	180	-	-	6.9	1.7	36.0	10.0	3.6
2	26	156	5	45	26	60	560	190	-	-	7.3	1.2	38.0	9.0	4.2
3	26	156	5	50	27	56	560	200	-	-	7.7	1.3	40.0	10.0	4.0
4	26	156	5	50	30	61	560	200	-	-	7.7	1.3	40.0	10.0	4.0
<b>Total</b>	<b>104</b>	<b>572</b>	<b>20</b>	<b>195</b>	<b>103</b>	<b>217</b>	<b>2,240</b>	<b>770</b>	<b>-</b>	<b>-</b>	<b>7.4</b>	<b>1.3</b>	<b>38.5</b>	<b>9.8</b>	<b>3.9</b>

The municipality has recently purchased an additional 18 metal trash bins for installation in different parts of the city in consultation with provincial departments, such as the Governor’s Office, National Environmental Agency, and Business Union, and the Nahya/Guzar managers. This effort is part of the campaign to encourage government offices to be diligent in keeping the city clean and in paying their *safayi* fees.

##### *Mentoring of District Municipalities*

Charikar has been designated as the mentor of Bagram district municipality. The team of embedded advisors conducted briefings for the mayor and provincial governor on the objectives and targets of the program. After the briefings, the two officials expressed their full commitment to the program and instructed the team to proceed with the subsequent step of conducting a needs assessment of the district municipality.

Under the leadership of the mayor, the needs assessment was conducted during the third week of February. Overall, the assessment showed that the district municipality is well prepared for the mentoring program. It has a well-defined organization structure and a sizeable personnel complement. The municipality has been formulating and executing annual budgets with allocations for both recurrent and development components. Its budget disbursement records compare favorably with those of other Afghan municipalities, even the much bigger ones. Bagram's revenue base presents potential for increased collection.

Based on the results of the assessment, proposals for the mentoring program and in-kind support have been drafted and submitted to RAMP UP East management for review and approval. The mentoring program is scheduled to commence in March.

## **Economic Development and Revenue Generation**

Business licensing is progressing well in Charikar. In February the municipality printed 122 invoices and handed them to businessmen to deposit the billed amounts into the municipal bank account. To date, 2,358 businessmen have received their licenses and the municipality has collected AFs 232,705 in fees.

The municipality received approval on February 17 for new valuation rates for land and buildings from the Property Valuation Committee formed by the Governor to facilitate the new *safayi* billing and collection system. The municipality has been trying to update the old rates for the last few weeks so it can start collecting *Safayi* fees. Once the governor signs the new rates into law the municipality will start collecting the fees. The RAMP UP East team conducted a final workshop in Charikar on February 6-7 to prepare the municipal officials for the collection of *safayi* fees with the new system. Because of the municipality's strong support and efforts to implement the new system, RAMP UP East will remobilize the property survey teams to register an additional 3,400 properties.

## **Community Engagement**

On February 5, the mayor of Charikar and the RAMP UP East team leader were interviewed by Radio Bayan. The mayor was asked about his accomplishments and the impact of the support provided by RAMP UP East. The mayor provided information about the capacity building, service delivery, revenue generation, property and business registration and the grants program for women and youth.



*The mayor of Charikar being interviewed by radio Bayan, February 5*

## **Coordination**

The municipality hosted a provincial coordination meeting on February 12. The meeting was attended by all line directorates and representatives from the governor's office. The purpose of the meeting was to discuss sanitation and greenery, water pollution and civic education programs in Charikar. The participants requested the municipality to increase the number of trash bins in the city. The head of the Agriculture Department announced the provision of 20,000 trees. All line directors were requested to assist in the planting and greenery efforts.

## MAHMUD RAQI MUNICIPALITY

### PROVINCE: KAPISA

## Capacity Building

### *Public Finance*

The municipality's budget is currently awaiting approval from GDMA. Issues were encountered with bank balance working papers and these had to be reconstituted before the budget could progress through the process.

The procurement plan is in preparation. The public finance advisor will commence his support for the bank reconciliation at the end of March.

## Service Delivery Improvements

### *Solid Waste Management*

The solid waste collection figures for the month are presented in the following table.

#### Waste Collection Summary

Municipality: Mahmud-i-Raqi

Month: February 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	15	90	2	20	65	14	90	60	1	6	4.0	0.7	30.0	10.0	3.0
2	15	90	2	25	75	22	90	85	1	6	5.7	0.9	42.5	12.5	3.4
3	16	102	2	30	90	30	90	95	-	-	5.9	0.9	47.5	15.0	3.2
4	16	102	2	30	91	32	90	95	-	-	5.9	0.9	47.5	15.0	3.2
<b>Total</b>	<b>62</b>	<b>384</b>	<b>8</b>	<b>105</b>	<b>321</b>	<b>98</b>	<b>360</b>	<b>335</b>	<b>2</b>	<b>12</b>	<b>5.4</b>	<b>0.9</b>	<b>41.9</b>	<b>13.1</b>	<b>3.2</b>

As in the previous month, Mahmud Raqi achieved a high collection rate of over 90%. Total waste collection In February amounted to 335 cubic meters against total estimated waste generation of 360 cubic meters.

### *Municipal Office Boundary Wall*

RAMP UP East is funding the construction of a boundary wall for the new municipal office compound in Mahmud Raqi. The project consists of the construction of a stone masonry wall, gates to provide access to the compound, a small parking lot, and sidewalks.

Work on the project started last year but was suspended at the direction of the municipality due to the adverse weather conditions. The design is currently being modified at the request of the municipality and construction is expected to resume in early March.

## Economic Development and Revenue Generation

The first draft of the Local Economic Development Plan has been completed. It contains a substantially updated economic profile for the municipality, combined with materials produced from the LEDP workshop held last year.

A total of 82 invoices for business licenses were printed and handed over to businessmen. All the businessmen deposited the fees into the municipal bank account and received their licenses; the municipality collected AFs 38,000 in business license fees.

RAMP UP East support for property registration surveys in Mahmud Raqi has been completed. The RAMP UP East governance team will provide final training for the collection of *safayi* fees as part of the handover of the system to the municipality.

## Community Engagement

Mahmud Raqi convened its monthly citizen forum on February 19 in the municipal meeting hall with the participation of 31 males and 5 females. Participants discussed the *safayi* fees, including the different categories (residential, government, business) and the newly proposed fees. The municipal Administration Manager said that all steps for the introduction of the new fees have been completed and presented to the Provincial Administrative Council for approval. Once approved, citizens will be informed and the municipality will start collecting the *safayi* fees.



Participants at the citizen forum in Mahmud Raqi on February 19

Mohammad Nasir Sadat, Executive Manager of the Chamber of Commerce, provided brief information about the process and benefits of joining unions for a small fee. He said that different categories of businesses will be presented by one person and their problems and issues will be attended to by that person and the union's interests will be pursued through established mechanisms.

One of the participants, [REDACTED], asked the municipal officials to find a solution for the issue of contaminated waste water from a car wash in the city that has affected some 300 families. The municipality asked the complainants to submit a formal petition.

The municipality published the 8<sup>th</sup> edition of its newsletter (*Saday-E-Shahr*) in 1,000 black and white copies. The topics included a new insurance policy, the inauguration of the 8.5 km road asphaltting project, and updates on municipal activities and RAMP UP East support.

## Coordination

On February 9 the deputy governor of Kapisa called a stakeholders meeting. The purpose of the meeting was for the governmental and non-governmental organizations to exchange information about their programs and challenges. The RAMP UP East team leader encouraged those present to participate in and spread the news about the monthly citizen forums. Other issues discussed included land distribution and a housing scheme, and the importance of public private partnerships. In another meeting hosted by the Chamber of Commerce on February 10 the municipality, supported by RAMP UP East, presented the Municipal Improvement Plan and the projects that had been identified by citizens. The role of private sector in implementing some of the projects was emphasized.

## BAZARAK MUNICIPALITY

PROVINCE: PANJSHIR

### Capacity Building

#### Public Finance

The municipality completed its budget this month and sent it to RAMP UP East for review. Some minor errors were found and it was returned for editing. The mayor is now reviewing and correcting the final draft and will submit it to the province for approval. In the absence of a municipal Accounting Manager, the embedded public finance advisor has been instrumental in pushing the budget preparation forward.

The Bazarak procurement plan is about 25% complete. The plan should be completed as the budget approval gains momentum.

### Public Service Delivery

#### Solid Waste Collection

The municipality managed to increase collection coverage by 51 drop-off sites and collection volume by 22 cubic meters. The solid waste collection summary table for the month follows.

#### Waste Collection Summary

Municipality: Bazarak

Month: February 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	4	8	2	4	29	6	20	10	-	-	2.5	1.3	5.0	2.0	2.5
2	4	8	2	4	34	10	35	32	-	-	8.0	4.0	16.0	2.0	8.0
3	4	8	2	4	34	11	30	25	-	-	6.3	3.1	12.5	2.0	6.3
4	4	8	2	4	34	11	28	21	-	-	5.3	2.6	10.5	2.0	5.3
<b>Total</b>	<b>16</b>	<b>32</b>	<b>8</b>	<b>16</b>	<b>131</b>	<b>38</b>	<b>113</b>	<b>88</b>	<b>-</b>	<b>-</b>	<b>5.5</b>	<b>2.8</b>	<b>11.0</b>	<b>2.0</b>	<b>5.5</b>

After the successful presentation of proper solid waste handling in the recently held citizens forum, the Public Works Advisor assisted his municipal counterpart in preparing a quarterly accomplishment report and in presenting this to the municipal administrative council. The mayor was so impressed with the presentation that he declared during the meeting that he will now start requiring all department heads to do the same, and that following the presentations in the municipal administrative council meeting these accomplishments reports will be presented in the citizens forums.

### Economic Development and Revenue Generation

The final draft of the Local Economic Development Plan has been prepared and sent for translation to Dari.

The municipality of Bazarak decided to change the method for implementing the business registration and licensing system. The system requires business owners to take their invoice to the bank and deposit the amount into the municipal account. The municipality prints the license once the business owner produces his deposit slip. However, in Bazarak municipal

officials have been delivering the invoices directly and receiving the fees in cash. At the close of business each day the municipal officers deposit the collected fees into the municipal bank account. The current method appears to be working well. During the reporting period the municipality printed 171 licenses and collected AFs 45,220.

## Community Engagement

On February 26, twenty-one citizens representing Bazarak, Rukha, Anaba and Parakh districts attended this month's citizen forum that was chaired by Mayor Bakhshi. The main topics discussed in the forum were identifying revenue sources in Bazarak, preparing for tree plantation at the start of spring, and a city wide cleaning campaign.



*The mayor of Bazarak chaired the citizen forum on February 26*

The mayor started the forum by updating the participants on the municipal activities in the past month. He explained that because of the cold weather construction work remained suspended in the past month. Municipal staff worked on the annual budget and the prioritization of infrastructure projects for 1392. Among other projects, the construction of an amusement park and a new complex with 6 floors in the center of the city are included in the plans. He also updated the citizens about the property registration and said that it is a good source of revenue for the municipality that will be spent on providing services to the citizens.

The mayor promised that this year the municipality will focus on economic development and projects that increase municipal revenue. These will include installing and renting billboards, building a luxury guest house, hydropower facilities, and a modern swimming pool.

## JALALABAD MUNICIPALITY

### PROVINCE: NANGARHAR

## Capacity Building

### *Public Finance*

The municipal budget has received approval from the Provincial Administrative Council and the Accounting Manager will send it to GDMA. Earlier in February RAMP UP East intervened and pointed out some issues with the calculations for the new pay scales. Despite these issues the budget was approved by the province. The issues may be raised by GDMA and the Public Finance Advisor is assisting his municipal counterparts in the preparation of a corrected version for use in this contingency.

The preparation of the municipal procurement plan is behind schedule, due to the delays in the completion of the budget.

The municipality has begun utilizing the bank reconciliation manual and template and appropriate reconciliations are expected.

## Service Delivery Improvements

### *Solid Waste Collection*

The municipality's collection performance during the month of February is summarized below.

#### Waste Collection Summary

Municipality: Jalalabad

Month: February 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	68	415	18	319	136	233	1148	1062	-	-	15.6	2.6	59.0	17.7	3.3
2	68	388	18	293	124	201	1148	948	-	-	13.9	2.4	52.7	16.3	3.2
3	68	393	18	306	133	226	1135	1042	-	-	15.3	2.7	57.9	17.0	3.4
4	68	389	18	312	127	231	1142	1031	-	-	15.2	2.7	57.3	17.3	3.3
<b>Total</b>	<b>272</b>	<b>1,585</b>	<b>72</b>	<b>1,230</b>	<b>520</b>	<b>891</b>	<b>4,573</b>	<b>4,083</b>	<b>-</b>	<b>-</b>	<b>15.0</b>	<b>2.6</b>	<b>56.7</b>	<b>17.1</b>	<b>3.3</b>

The Public Works Advisor assisted the municipal staff in selecting appropriate locations for the installation of 30 metal trash bins in *Nahyas* 1, 2, and 4.

### *Dosaraka - Fabreka Road Improvements Project*

All construction work related to the Dosaraka - Fabreka Road Improvements Construction Project has been completed. The final Quality Control inspection of the project noted certain deficiencies, which are in the process of being rectified. In addition, damage to one light pole due to a traffic accident prior to the completion of the project is being repaired.

## Economic Development and Revenue Generation

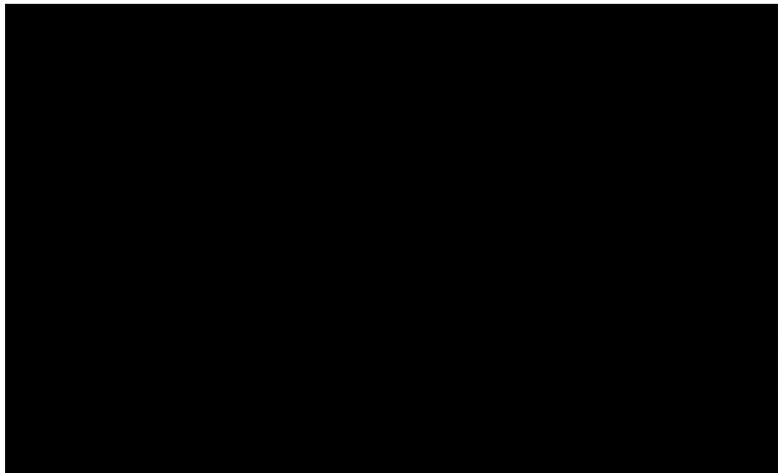
A total of 6,665 business license registration forms have been entered into the new database. New businesses are also emerging and in February 107 new businesses were registered. A total of 107 invoices were printed and delivered to businessmen and a total of AFs 27,800 in business license fees was collected.

The Deputy Mayor informed RAMP UP East that Jalalabad is already included in a strategic development plan that the Asia Foundation has prepared for Nangarhar Province. Since this plan also includes development projects for Jalalabad, the mayor told RAMP UP East not to proceed with the preparation of the LEDP for the municipality.

The collection of *safayi* fees in Jalalabad encountered a setback because the Nahya 3 Manager is bypassing the new transparent system introduced by RAMP UP East. Instead, he started collecting the fees directly and in cash from the residents. This issue has been reported to GDMA and the RAMP UP East GIS specialist has been transferred to Mehterlam until the problem is resolved.

## Community Engagement

The municipality convened the monthly citizen on February 26. This month 94 citizens including 19 women participated in the forum. The head of *Tanzif* chaired the forum. After welcoming the participants he provided a brief update about the ongoing activities of the municipality and the challenges with solid waste collection. He once again asked the participants to spread the word about the health hazards of the irresponsible disposal of



*Participants at the citizen forum in Jalalabad on February 26*

garbage. The deputy mayor requested the participants to take part in the annual spring time tree planting. He said that the municipality plans to plant 2,000 trees throughout the city. The participants appreciated the municipality's efforts in providing basic services to the citizens and promised to share the information with their family and friends.

## Coordination

On February 11, an evaluation team from the USAID-funded SUPPORT II Project visited the RAMP UP East office in Jalalabad. The embedded team provided detailed information about RAMP UP East support in capacity building, service delivery, economic development, revenue generation and public outreach.

On February 18, the RAMP UP East team leader had a meeting with LARA's Urban Governance Specialist. The representative from LARA explained that he was gathering information for Jalalabad's city profile that LARA was working on. The team leader provided an overview of the project's support to the municipality, followed by specific information about property and business registration.

## ASADABAD MUNICIPALITY

### PROVINCE: KUNAR

#### Capacity Building

##### *Public Finance*

The municipal budget has been submitted to the Ministry of Finance for approval. The Accounting Manager of GDMA supported the submission to MOF with the assistance of RAMP UP East.

Asadabad's procurement plan is in preparation. The procurement plan and manual were followed with briefing sessions on procurement law.

The municipality is up to date with bank reconciliations and will use the template provided by RAMP UP East to further improve reporting.

The Public Finance Advisor supported his municipal counterparts in further strengthen double entry bookkeeping through on-the-job training and improved filing to increase the transparency of the system.

#### Public Service Delivery

##### *Solid Waste Collection*

This month the municipality maintained the same weekly collection level of between 35 to 40 cubic meters. The collection performance of the municipality is summarized below.

##### **Waste Collection Summary**

**Municipality: Assadabad**

**Month: February 2013**

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	16	96	3	8	13	2	80	18	2	12	1.1	0.2	6.0	2.7	2.3
2	16	96	3	21	34	5	80	43	2	12	2.7	0.4	14.3	7.0	2.0
3	16	96	3	21	33	6	70	40	2	12	2.5	0.4	13.3	7.0	1.9
4	16	96	3	12	19	6	70	25	2	12	1.6	0.3	8.3	4.0	2.1
<b>Total</b>	<b>64</b>	<b>384</b>	<b>12</b>	<b>62</b>	<b>99</b>	<b>19</b>	<b>300</b>	<b>126</b>	<b>8</b>	<b>48</b>	<b>2.0</b>	<b>0.3</b>	<b>10.5</b>	<b>5.2</b>	<b>2.0</b>

The municipality has recently constructed 70 large and medium-sized RCC trash bins and has installed these in different parts of the city.

#### Economic Development and Revenue Generation

A total of 50 business license invoices were printed during the reporting period and handed over to local businessmen. All the businessmen deposited the billed amounts into the municipal bank account and received their licenses. The municipality collected AFs 18,900 in business license fees.

The municipality of Asadabad has been very cooperative in implementing the new *safayi* fee billing and collection system. This month the municipality printed 20 *safayi* fee invoices and delivered them to property owners; AFs 88,907 was deposited into the municipal bank

account. Because of the municipality's strong support and efforts to implement the new system in a sustainable and transparent way, RAMP UP East will expand its collaboration with the municipality for property surveys to register an additional 2,500 plots.

## Community Engagement

The municipality of Asadabad published the 16<sup>th</sup> edition of the monthly newsletter *Raghawana* on February 18. This month's edition included articles about the environmental and health benefits of tree planting, the relationship between local governance and citizens, sports activities, and cultural and educational topics. The municipal Administration Manager and the RAMP UP East public administration advisor oversaw the dissemination of the newsletter in the bazaar, educational institutions and governmental organizations.

On February 6, the municipal Administration Manager and head of the Nahya Department alongside other line directors, and the heads of environmental protection and public health, participated in a roundtable on Kunar-RTA Radio. The importance of environmental protection, proper disposal of solid waste, and the economic benefits of property registration were discussed.



The latest edition of the municipal newsletter of Asadabad

## MEHTERLAM MUNICIPALITY

### PROVINCE: LAGHMAN

## Capacity Building

### Public Finance

The municipal budget of Mehterlam is at GDMA awaiting approval. After a compromised start due to revenue challenges the municipality completed its budget and channeled it through internal and provincial approval.

The public finance advisor is reviewing the bank reconciliation template while on leave prior to briefing his municipal counterparts.

## Public Service Delivery

### Solid Waste Collection

The municipality's solid waste collection performance is summarized in the table below:

#### Waste Collection Summary

Municipality: Mehterlam

Month: February 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	11	66	2	24	75	7	280	80	-	-	7.3	1.2	40.0	12.0	3.3
2	11	66	2	28	90	10	280	95	-	-	8.6	1.4	47.5	14.0	3.4
3	11	66	2	24	88	12	280	100	-	-	9.1	1.5	50.0	12.0	4.2
4	11	66	2	30	90	8	280	112	-	-	10.2	1.7	56.0	15.0	3.7
<b>Total</b>	<b>44</b>	<b>264</b>	<b>8</b>	<b>106</b>	<b>343</b>	<b>37</b>	<b>1,120</b>	<b>387</b>	<b>-</b>	<b>-</b>	<b>8.8</b>	<b>1.5</b>	<b>48.4</b>	<b>13.3</b>	<b>3.7</b>

On February 7, the municipal Sanitation Department convened a workshop on solid waste management with the participation of representatives of line departments, the provincial Environmental Directorate, *Wakil-e-Guzars*, and youth and citizens organizations. The purpose of the workshop was to motivate various sectors of society to lend a hand in making the municipality clean. Various ways by which this can be accomplished were discussed.

### Mentoring District Municipalities

The mayor of confirmed that Qarghaee district municipality is a good choice as a target for the mentoring program. A needs assessment team was formed with four members: one member each from Mehterlam and Qarghaee municipalities and the RAMP UP East embedded advisors for public works and public administration. The team has conducted the needs assessment and drafted proposals for the mentoring program and in-kind support for the target district municipality.

## Economic Development and Revenue Generation

The first draft of the Local Economic Development Plan has been completed and is being translated into Pashto. The RAMP UP East governance team is planning to conduct an internal meeting with the municipality to discuss LEDP projects and implementation strategies.

The municipality is enthusiastically using the *safayi* fee billing and collection system; it has printed over 400 invoices and delivered these to the property owners. As a result the municipality collected AFs 69,917 and issued 47 *safayi* certificates in February.

### Community Engagement

Mehterlam convened a monthly citizens forum on February 7 in the mayor's office. The forum was attended by 12 citizens including representatives from the youth department, shopkeepers, line directorates and *Wakil Guzars*. The Public Works Officer talked about the municipality's solid waste activities. He said that without cooperation and support from the citizens the municipality is not able to meet the needs of citizens: *"Citizens too must acknowledge and accept some responsibility by disposing their trash in the designated areas and by refraining from littering."*



Participants at the citizen forum in Mehterlam, February 7

Abdul Basir Rostam, The Youth Director, asked for information about property valuations. The Public Works Officer said that property valuation was done in accordance with the criteria developed by the provincial authorities. He added that in the development of the criteria the economic condition of citizens was taken into consideration.

Samsu, a representative of the youth, asked for information about the issuance of *Tarafa*. The Revenue Manager responded that the *Tarafa* will be distributed door to door by a municipal officer.

### Coordination

On February 6 the GDMA Strategic Planning Manager, Malook Niazi, visited Mehterlam municipality and the RAMP UP East office. Mr. Niazi said that the purpose of his visit was to mark the city boundary and evaluate the RAMP UP East project in Mehterlam. The RAMP UP East team briefed him on the completed and ongoing service delivery projects as well as on-the-job training, property registration and outreach activities.

## GARDEZ MUNICIPALITY

### PROVINCE: PAKTIA

#### Capacity Building

##### Public Finance

In January the municipal budget was rejected by GDMA at which point the municipality asked for direct advice from RAMP UP East. As a result of increased awareness and capacity building of the municipal staff, the budget has now progressed to the final stages. The budget is now awaiting the approval of the Ministry of Finance stage. Gardez has also assisted the district municipality of Chamkani with its 1392 budget.



*The mayor of Chamkani is assisted by the RAMP UP East advisor in completing the municipal budget*

The embedded public finance advisor is assisting his counterparts in preparing the municipal procurement plan. The advisor also helped the municipality in preparing a presentation on FY1391 expenditures and revenue for a presentation at the citizens forum.

#### Service Delivery Improvements

##### Solid Waste Management

The volume of collected waste went down by 323 cubic meters this month, resulting in a backlog of 63% of the total amount of waste generated.

##### Waste Collection Summary

Municipality: Gardez

Month: February 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	18	108	3	46	64	24	390	152	-	-	8.4	1.4	50.7	15.3	3.3
2	18	108	3	48	64	26	390	155	-	-	8.6	1.4	51.7	16.0	3.2
3	18	108	3	46	69	23	390	146	-	-	8.1	1.4	48.7	15.3	3.2
4	18	108	3	46	62	25	390	25	-	-	1.4	0.2	8.3	15.3	0.5
<b>Total</b>	<b>72</b>	<b>432</b>	<b>12</b>	<b>186</b>	<b>259</b>	<b>98</b>	<b>1,560</b>	<b>478</b>	<b>-</b>	<b>-</b>	<b>6.6</b>	<b>1.1</b>	<b>39.8</b>	<b>15.5</b>	<b>2.6</b>

The long-delayed construction of the RAMP UP East-supported temporary landfill has finally been completed after the issue on project location was resolved. The completed landfill has been inspected by a technical team that was formed by the mayor and certified that the facility met all the design specifications. The team recommended that the mayor approve the handover documents and that the municipality assume responsibility over the newly completed facility. However, the mayor has not yet given his final approval and the landfill has not yet been handed over to the municipality. GDMA has been informed of this issue.

## Economic Development and Revenue Generation

A total of 2,205 business license registrations have now been entered into the municipal database. Unfortunately, the municipality has not yet implemented the system in full. Some progress was made during the reporting month and municipal license officers printed 23 business license invoices, issued 23 licenses and collected AFs 13,700 in fees.

The first draft of the LEDP has been completed. The plan contains a substantially updated economic profile for the municipality and materials produced from the LEDP workshop held last year.



*The temporary landfill site in the municipality of Gardez*

## Community Engagement

On February 28 the Mayor of Gardez convened a citizen forum. The forum was attended by 28 citizens, including youth representatives, business owners, provincial council members, tribal elders and one woman from the provincial council. The mayor informed the citizens about the city entry fee that the municipality will resume collecting following instructions from GDMA. He said that the municipality will contract the private sector to collect the fees. The mayor welcomed Ms. Zarghuna Himat to the forum and asked her to encourage other women to participate in the monthly forums. The event was broadcasted by Milli TV, Shamshad, and Lemar national television as well as all local radios.

## Coordination

On February 1, the USAID OSM, Mr. Sahar, visited the municipality and the RAMP UP East office. The team leader provided an update on the temporary landfill and the inspection process. He informed the OSM that the RAMP UP East quality control team has inspected the project and shared a copy of their report with the mayor. The status of the solid waste collection vehicles was also discussed. At the time of the meeting the vehicles were still in Kabul customs.

The RAMP UP East team in Gardez received a delegation from UNAMA and briefed them on the support RAMP UP East of the embedded advisors for capacity building, service delivery, revenue generation, business registration and public outreach.



*The RAMP UP East team in a meeting with UNAMA*

On February 24, the new deputy mayor of Gardez, Mr. Karimullah, was officially introduced by the mayor.

## KHOST MUNICIPALITY

### PROVINCE: KHOST

## Capacity Building

### Public Finance

The municipal budget has been submitted to GDMA for approval. Last month the budget was still under mayoral review.

The municipal procurement plan is about 50% complete. The municipality of Khost has been particularly proactive throughout the planning process.

This month the municipal finance team received support from the embedded advisor in preparing the quarterly report for IDLG. The revenue journal template was also improved to the satisfaction of the municipal Revenue Manager who said: *"It is very useful and easy to calculate without any mistakes"*.

## Public Service Delivery

### Solid Waste Collection

The municipality's accomplishments in solid waste collection in February are presented in the table below. The municipality also successfully implemented a *hashar* during the month.

#### Waste Collection Summary

Municipality: Khost

Month: February 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	15	90	4	50	35	42	337	211	-	-	14.1	2.3	52.8	12.5	4.2
2	20	120	4	100	130	170	340	331	-	-	16.6	2.8	82.8	25.0	3.3
3	18	108	4	66	60	91	311	224	-	-	12.4	2.1	56.0	16.5	3.4
4	20	120	4	76	53	66	315	219	-	-	11.0	1.8	54.8	19.0	2.9
<b>Total</b>	<b>73</b>	<b>438</b>	<b>16</b>	<b>292</b>	<b>278</b>	<b>369</b>	<b>1,303</b>	<b>985</b>	<b>-</b>	<b>-</b>	<b>13.5</b>	<b>2.2</b>	<b>61.6</b>	<b>18.3</b>	<b>3.4</b>

## Economic Development and Revenue Generation

The Local Economic Development Plan of Khost has been completed and last month the plan was shared with the mayor during an internal meeting. His comments have been incorporated into the plan. The RAMP UP East team and the municipality are now waiting for the arrival of good weather to conduct the next LEDP marketing workshop.

RAMP UP East conducted a two day training on February 19-20 in the municipality to prepare for the handover of the *safayi* fee billing and collection system. The purpose of the training was to train municipal staff on how to use the system and to ensure transparency. A total of 24 people participated in the training, including 17 municipal staff, representatives of line departments and the governor's office, a member of the Provincial Council, a member of the Youth Association, community elders and representatives of local businesses.

A total of 34 business licenses were printed and delivered to shopkeepers in February, and a total of AFs 11,950 was deposited in the municipal bank account.

## Community Engagement

In Khost, 30 participants gathered to participate in the monthly citizen forum on February 7. The group discussed the *safayi* fees and the importance of submitting payments on time. Jamal Tani, the Director of the City Council, promised that the fees would be paid in two weeks, but he also requested that the municipality begin to focus more on solid waste collection in the city. Kamala Akbri of the Women's Directorate supported the idea, and said that it was also necessary to make citizens aware of the importance of cleanliness and paying fees by sending out a group of men and women to encourage the community to participate.



*Khost citizen forum, February 7*

On February 13, the municipality in collaboration with the city council and *Hewadpal Zawak* youth organization launched a one-day city clean-up day. More than 100 volunteers took part in the campaign and gathered at the municipal compound to receive cleaning tools (trash bags, brooms, shovels).



*City cleaning day, Khost, February 13*

This month the municipality published the 9<sup>th</sup> edition of the *Mili Ehsas* newsletter in 1,500 copies. Topics covered in the latest edition included the importance of citizen participation in public decisions, city greenery and beautification, participation in city cleaning and an update on municipal activities.

The deputy mayor and the directors of the city council and women's affairs participated in a 30 minute roundtable on *Wolos Ghag* Radio on February 19. The main message was greenery and tree planting in the city. Kaarmat Khan, the director of the business union announced that he will purchase 2,000 trees for the city and asked the municipality to determine the place where the trees should be planted. The DOW and provincial council representatives called on all citizens including women to take an active part in this activity.

## PULI ALAM MUNICIPALITY

PROVINCE: LOGAR

### Capacity Building

#### Public Finance

The municipal budget is awaiting Ministry of Finance approval. The municipality has also actively supported budget preparation in two provincial districts.

Puli Alam is in the process of preparing a procurement plan. This was one of the municipalities that also produced a procurement plan last year and it is using the template from RAMP UP East to produce a more sustainable plan.

The municipal Accounting Manager was capacitated in processing cash receipts, revenue and expense sub ledgers. Work on the preparation of financial documentation for the upcoming external audit also continued.

### Service Delivery

#### Solid Waste Collection

This month collection remained between 35 and 40 cubic meters per week. The municipality's collection performance is summarized in the table below:

#### Waste Collection Summary

Municipality: Pul-i-Alam

Month: February 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	9	9	2	4	19	9	50	16	-	-	1.8	1.8	8.0	2.0	4.0
2	9	45	2	10	50	17	70	40	-	-	4.4	0.9	20.0	5.0	4.0
3	9	54	2	12	55	25	70	48	-	-	5.3	0.9	24.0	6.0	4.0
4	9	54	2	12	55	25	70	48	-	-	5.3	0.9	24.0	6.0	4.0
<b>Total</b>	<b>36</b>	<b>162</b>	<b>8</b>	<b>38</b>	<b>179</b>	<b>76</b>	<b>260</b>	<b>152</b>	<b>-</b>	<b>-</b>	<b>4.2</b>	<b>0.9</b>	<b>19.0</b>	<b>4.8</b>	<b>4.0</b>

#### Fruit and Vegetable Construction Project

During the winter season, work on the Fruit and Vegetable Market Construction Project was suspended. Preparations to resume work are currently underway.

#### Economic Development and Revenue Generation

The municipality conducted its first follow-up LEDP internal meeting on February 20. The main purpose of the internal meeting was to discuss the final list of projects and activities to be included in the LEDP for a 5 year period. The next LEDP marketing workshop



Work on the foundations of the Fruit and Vegetable Market in Puli Alam.

in Puli Alam will be held in March to promote selected projects to donors and the private sector.

All businesses within the municipal area have been registered and entered into the municipal business license database. During the month of February, 11 licenses were printed and delivered to shopkeepers, and AFs 11,689 was deposited in the municipal bank account.

## Community Engagement

The municipality of Puli Alam convened its 18<sup>th</sup> citizen forum on February 13 in the municipal hall. The forum was attended by 44 participants from civil society, the private sector, shopkeepers and government officials.

Ahmad Shah, the municipal Greenery Manager, shared information about the greenery plan for 1392. He encouraged participants to take active part in the beautification of the city by planting trees and flower in front of their houses and shops.



*Puli Alam citizens forum, February 13*

Haji Dawood Milma, the business guilds director, expressed concern about the municipality's plan to move the car sellers outside of the city. He cited security problems and asked the municipality to reconsider the plan. The municipal Revenue Manager responded that the new location is still within the municipal territory and that security is not that bad there.

## Coordination

On February 12, the USAID FPO, Mr. Ray Dontun, visited the municipality and the RAMP UP East team. The mayor briefed the FPO about the municipal conference that took place in Kabul in January. He also explained the MIP process and the three infrastructure projects that are the priority for the municipality. These projects are the construction of Kunjak district building, installation of a fence around the public park, and a municipal boundary wall. The mayor asked the FPO to assist in identifying potential funding sources.

On the same day, the mayor and the RAMP UP East team leader attended the Provincial Development Committee meeting in the governor's compound. The meeting was chaired by the deputy governor and was attended by the head of the provincial council, directors of all government directorates, national and international NGOs, and USAID. The deputy governor briefed the participants on the security situation in the province.

## SHARANA MUNICIPALITY

### PROVINCE: PAKTIKA

#### Capacity Building

##### *Public Finance*

The municipal budget was submitted to the Ministry of Finance in February: in January the budget had been rejected by GDMA for a second time.

Sharana has made excellent in procurement planning, thanks to the mayor's direct ownership of the process.

The embedded public finance advisor is working with the municipal accounting manager and is aiming for reconciliations twice a month beyond quality levels prescribed.

Core skills training has been extended into the areas of journal entry, financial calculations, bank reconciliation, and sub-ledgers.

#### Service Delivery Improvements

##### *Solid Waste Collection*

The municipality's collection performance is summarized in the following table.

##### **Waste Collection Summary**

**Municipality: Sharana**

**Month: February 2013**

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	7	42	1	11	52	8	55	36	-	-	5.1	0.9	36.0	11.0	3.3
2	7	35	1	10	45	4	55	30	-	-	4.3	0.9	30.0	10.0	3.0
3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>14</b>	<b>77</b>	<b>2</b>	<b>21</b>	<b>97</b>	<b>12</b>	<b>110</b>	<b>66</b>	<b>-</b>	<b>-</b>	<b>4.7</b>	<b>0.9</b>	<b>33.0</b>	<b>10.5</b>	<b>3.1</b>

The newly appointed mayor diverted waste collection personnel to the refurbishment of the municipal offices and the upgrading of the park in front of the municipal building. As a result, no waste collection was undertaken during the last two weeks of the month.

##### *Fruit and Vegetable Market Construction Project*

The mobilization and site preparation for the Fruit and Vegetable Market Construction Project in Sharana has been completed, but construction of the fence has been stopped due to the winter season. When the work resumes in March, the updated design will include two additional market buildings, bring the total number of buildings to four.

#### Economic Development and Revenue Generation

The Local Economic Development Plan of Sharana will be completed in March. This document contains a substantially updated economic profile for the municipality, combined with materials produced from the LEDP workshop held in April last year.

The issuance of new business licenses will begin again soon in Sharana as last year's licenses begin to expire. All businesses currently have valid licenses.

### Community Engagement

On February 11, Sharana conducted a citizen forum with the participation of 20 citizens. The participants included city council members, community elders, and government officials. The deputy mayor gave a brief update about municipal activities, and the installation of notice boards and suggestion boxes in different parts of the city.



*Sharana citizen forum, February 11*

In interviews with Radio *Pashtoon Ghag* and *Tolana* on February 11, reporters told the deputy mayor that people complained that the municipal officials do not consult with citizens about projects. The deputy mayor was told that many of the citizens claim that they are not involved in the decision making process of the municipality. The deputy mayor responded by saying that they have documents, pictures, and other evidence to prove that citizens have been involved in municipal activities. He also said that many of the projects were selected by the citizens at the citizen forums.

### Coordination

On February 7, the RAMP UP East team in Sharana met with the USAID DFPO/OSM to update him on the status of the solid waste vehicles procurement. The OSM was told that the vehicles will be delivered to the municipality in early March. The team leader also briefed the OSM about the installation of new notice boards in the city.



*RAMP UP East staff briefing the USAID OSM in Sharana*

## **PARUN MUNICIPALITY**

### **PROVINCE: NURISTAN**

#### **Coordination**

A meeting was held on February 10 between the mayor of Parun and the RAMP UP East capacity building team. The main topic of discussion was the proposed gravel road and street lighting project in the municipality. The Mayor also reported that he has hired an accountant, an administrator, a cook and a cleaner. He was able to pay the salaries of the newly hired employees from the municipality's own revenue. He has been unable to fill the position for an engineer, due to the relatively low salary that he can offer. The mayor requested GDMA's help in hiring an engineer for Parun.

The mayor is also eager to accept any capacity building assistance from RAMP UP East as well as additional support in obtaining proper office equipment. The main challenge for capacity building in Parun is the distance and the insecurity of the route. The mayor is only able to travel back and forth in coordination with MOI or MOD at the moment. The distance and instability also make it a challenge for RAMP UP East staff to visit the municipality. Finally, the mayor's attended a meeting with the RAMP UP East GIS director. The mayor was impressed with the technology and began thinking about ways that it could help him in improving overall planning for Parun.



### ANNEX 3 – COMMUNITY ENGAGEMENT ACTIVITIES

No	Municipality	Citizen Forum			Newsletter		Radio Programs / Media Outreach		Notice Board		Opening / Handover Events	
		Number	Attendance		Number	Total Number to Date	Number	Length of Program	Number	Status	Number	Name of Project
			Male	Female								
1	Bamyan (Bamyan)	1	23	1	1	11	1	30	1	1	0	0
2	Ghazni (Ghazni)	1	20	0	0	7	0	0	1	1	0	0
3	Maidan Shar (Wardak)	1	23	1	0	8	0	0	0	0	0	0
4	Jalalabad (Nangarhar)	1	75	19	0	9	1	30	0	0	0	0
5	Asadabad (Kunar)	0	0	0	1	16	1	40	0	0	0	0
6	Mehterlam (Laghman)	1	17	0	0	1	0	0	0	0	0	0
7	Charikar (Parwan)	0	0	0	0	7	2	35	0	0	0	0
8	Mahmud Raqi (Kapisa)	1	28	5	1	8	1	60	0	0	0	0
9	Bazarak (Panjsher)	1	16	0	0	0	0	0	0	0	0	0
10	Gardez (Paktya)	1	23	1	0	3	2	21	0	0	0	0
11	Puli Alam (Logar)	1	44	0	1	23	0	0	1	0	0	0
12	Sharana (Paktika)	1	17	0	0	2	1	20	0	0	0	0
13	Khost (Khost)	1	21	9	1	9	1	30	0	0	0	0
14	Parun (Nuristan)	0	0	0	0	0	0	0	0	0	0	0
<b>TOTALS</b>		<b>11</b>	<b>307</b>	<b>36</b>	<b>5</b>	<b>104</b>	<b>10</b>	<b>266</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>

